Building Capacity for Academy-Owned Publishing through the Library Publishing Coalition

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Abstract

Library publishing is both a growing area of interest in academic libraries and an increasingly visible subfield of scholarly publishing. This article introduces the field of library publishing—and the opportunities and values that make it unique—from the perspective of the Library Publishing Coalition (LPC). The LPC is an independent, community-led membership association of academic and research libraries and library consortia engaged in scholarly publishing, and it is the only professional association dedicated to this emerging area of librarianship. In its first five years, LPC has produced a robust set of resources to support library publishers, including the annual Library Publishing Forum, the annual *Library Publishing Directory*, and a variety of freely available professional development resources. It has also built a strong community of members and an extended network of affiliates. This paper presents and contextualizes these accomplishments and shares new developments and future directions for the Library Publishing Coalition.

Introduction

> *A scholarly publishing landscape that is open, inclusive, and sustainable.*
>
>   —Library Publishing Coalition Vision Statement (LPC 2018b)

Over the last decade, a mix of financial, technological, and programmatic developments in academic libraries has spurred the rapid growth of library publishing programs. While skyrocketing journal costs have put pressure on stagnant library budgets, new platforms have emerged that lower the technological barriers to publishing. Meanwhile, libraries have been establishing infrastructure and expertise related to scholarly com-

munication, and developing increasingly deep partnerships with faculty engaged in publishing.

Elsewhere in the scholarly communication landscape, recent developments have highlighted the vulnerability of the research lifecycle to commercial exploitation. The acquisition of institutional repository powerhouse bepress by Elsevier in mid-2017 (Schonfeld 2017a) was uniquely controversial (Fister 2017), but it was part of a larger trend of commercial publishers developing and buying up tools that support all phases of the research process (Schonfeld 2017b). Librarians, seeing a repeat of the "big deal" phenomenon that locked libraries into increasingly expensive relationships with commercial publishers, are focusing more effort on providing alternative scholarly communication services for their campus communities. Ranging from data management support to open access archiving and mechanisms for measuring impact, these services are focused on helping the academy regain ownership of the process and products of research.

In this environment, library publishing seems not just feasible, but vital. Through their publishing efforts, libraries can engage with their scholarly communities to develop publishing models that are (to quote the vision statement above) "open, inclusive, and sustainable." As Dan Cohen and Kathleen Fitzpatrick (2015) state in their forward to *Getting the Word out: Academic Libraries as Scholarly Publishers*:

> Despite facing budgetary difficulties of their own, academic libraries may be the ideal place for this new kind of publishing model to flourish. These libraries are still relatively stable, long-term institutions that are a core part of the university infrastructure and that are filled with people who have the requisite skills to move into the creation, as well as the storage and discovery, of published works.

In 2013, sixty-one colleges and universities, in partnership with the Educopia Institute, pooled their resources to found a new community for libraries involved in scholarly publishing: the Library Publishing Coalition. Now in its fifth year, the LPC remains a community-driven endeavor, and continues to grow, both in membership and in impact. This paper explores the mission, history, current work, and future directions of the LPC and the role that it plays in empowering the academic library community to develop alternatives to the current, commercially driven scholarly publishing market.

About Library Publishing

The LPC defines library publishing as the set of activities led by college and university libraries to support the creation, dissemination, and curation of scholarly, creative, and/or educational works.

Generally, library publishing requires a production process, presents original work not previously made available, and applies a level of certification to the

content published, whether through peer review or extension of the institutional brand.

Based on core library values, and building on the traditional skills of librarians, it is distinguished from other publishing fields by a preference for Open Access dissemination as well as a willingness to embrace informal and experimental forms of scholarly communication and to challenge the status quo.

—Library Publishing Coalition definition of "library publishing" (LPC 2017d)

While LPC is a membership-based organization driven by the interests and concerns of its seventy-plus member institutions, its mission has always been to support the larger community of library publishers. This being the case, it makes sense to begin with a characterization of library publishers as a whole. Although many of the activities undertaken by library publishers are similar to other scholarly publishers, library publishing is not just the same kind of publishing in a different setting—it has a unique set of values and practices that distinguish it from commercial, society-based, or university press publishing.

Library publishers vary widely—in program size, in types of outputs, in staffing models, and in a myriad of other ways—and none of the practices in this section should be considered universal or required. That said, there are strong trends in the field that have held up year after year, and that can be considered particularly characteristic of library-based publishing. Much of the data behind this description comes from the *Library Publishing Directory* (LPC 2017c), which will be discussed in more detail later in this paper.

Responsiveness
Libraries usually begin a publishing program in response to local demand (Hahn 2008), and scope their programs to meet the specific needs of their communities. This responsiveness leads to the variety mentioned above. There are libraries publishing journals (many of them), monographs (a smaller, but still substantial number), and textbooks and open educational resources (a growing number). Many libraries handle less traditional publishing outputs, including digital scholarship, data sets, complex visualizations, and audio/video material. Generally, libraries develop the capacity to handle particular outputs and workflows when they are approached by constituents with requests or when they identify unmet publishing needs in the community.

Core Services
Library publishing often focuses on a set of core services, rather than replicating the full-service publishing model traditionally offered by university presses and many commercial publishers. Publishing in libraries often begins as basic hosting—providing online access to scholarly content devel-

oped by the library's constituents. In many libraries, publishing-as-hosting grows out of existing repository programs, and the line between the two isn't always clear. In these models, the library provides a platform (most often a repository or a dedicated publishing system), and partners (most often local faculty and students) provide the content in its final form. Even when libraries begin to provide more value-added publishing services—such as Digital Object Identifier (DOI) assignment or layout editing—they usually retain a focus on essential and high-impact services. While this focused approach is not a perfect fit for every publication, it allows libraries to support small publications and those that would not be commercially viable, and to scale their services to support larger numbers of publications than they could with more intensive services.

Partnership
Hand-in hand with libraries' penchant for responsive publishing focused on core services is their tendency to accomplish this work in partnership with others. In many libraries, the staff involved in publishing are at the forefront of the move to deepen engagement with user communities beyond collection development and other traditional academic librarian activities. Publishing tends to require deep engagement with users, as publishing projects are usually complex (encompassing a range of scholarly, technical, legal, and procedural concerns) and often ongoing (in the case of journals and other continuing resources). As a result, publishing librarians often develop substantial and productive partnerships with faculty, students, and others.

   Library publishers also partner with other units of the library (for example, liaison librarians for disciplinary expertise or technical services librarians for description and discovery), with university presses (often providing complementary services and collaborating on complex projects), with scholarly societies (most commonly in journal publishing), and with service providers (to secure technical and editorial support not available in the library). While some of these interactions are transactional in nature (for example, service providers are most commonly hired to perform a specific task), most involve mutual contributions to—and shared responsibility for—the final products.

Openness
Library publishing is characterized in part by its dedication to openness; however, not all library publishing is open access (OA).[1] Libraries may work with subscription publications that are not ready to transition to OA, or with sensitive materials for which complete openness is not appropriate. Their responsiveness to community needs means that even libraries for whom openness is a publicly stated goal may work with content that is restricted in some way. That said, there is a very strong preference for

OA within the community of library publishers. According to the most recent *Library Publishing Directory* (LPC 2017c, ix), nearly half of library publishing programs are entirely OA in their outputs, and another third are primarily OA. Tellingly, all of the programs listed at least some OA publishing activity. This preference for OA is both philosophical and pragmatic. Broadening access to information and providing the widest possible dissemination of research outputs are compatible with traditional library values, but OA is also a good fit with a core services approach. Managing subscriptions and controlling access are resource-intensive activities. While it comes with its own set of discovery challenges, OA makes research widely available through broad discovery platforms such as Google and Google Scholar.

Open access is increasingly common in other sectors of the scholarly publishing industry, and, in fact, the model of author-funded OA that has found favor among commercial publishers is often treated as being synonymous with all OA. Libraries, however, are much more likely to publish content that is free to both readers and authors: Only 7 of the 125 programs profiled in the 2018 *Library Publishing Directory* listed any author-funded publications. In libraries, publishing costs are typically subsidized by the library and other partners. The prevalence of free-to-author OA in libraries can be partially attributed to a focus on humanities and social science publications (which are typically not grant-funded and usually have no tradition of author charges), but it is also enabled by the focused and partnership-based nature of the programs in question.

Library publishers' preference for openness also extends to the tools they use. According to the most recent *Directory* introduction,

> Of the 17 software platforms respondents listed as being in use by their programs, 13 are open source. Seventy-one of the programs listed (57%) use at least one open source software platform. The most-used platform on the list, Open Journal Systems, is used by 44% of responding programs, surpassing bepress's proprietary Digital Commons platform (41%). Three of the top four most-used platforms—OJS, DSpace, and WordPress—are open source. (LPC 2017c, x)

While hosting and maintaining open source publishing software remains out of reach for many smaller library publishers and those lacking substantial IT support, an increasing number of software options and service providers are allowing more libraries to move toward openness in this area.[2]

Experimentation

The LPC's definition of "library publishing" (quoted at the beginning of this section) includes the following characterization of the field: "a willingness to embrace informal and experimental forms of scholarly communication and to challenge the status quo." This willingness stems from a number of pragmatic and philosophical motivations. As relative new-

comers to the publishing field, libraries are not burdened with inflexible legacy processes. Library publishing programs also tend to be largely supported by the library's operating budget, reducing the pressure to bring in revenue (or even cover costs, in some cases), and allowing for experimentation with untested models. Finally, as explored in the introduction, libraries have a larger agenda for change in scholarly communication, so exploring new models that may lead to increased openness and sustainability can further their long-term goals. Experimentation in library publishing can include new formats (e.g., digital scholarship), new business models (e.g., see the above discussion of author charges), and new roles (e.g., partnerships with university presses and scholarly societies).

Pedagogy
Library publishers are uniquely embedded in the university and its teaching mission. No other player in the scholarly publishing landscape can claim the deep relationships with students and teaching faculty that are common for libraries. After all, libraries themselves have an educational mandate related to information literacy, in addition to providing multifaceted support for teaching and learning across campus. This embeddedness manifests in a variety of ways in library publishing programs, but it can include publishing student research (from undergraduate research journals to electronic theses and dissertations), partnering with faculty to create textbooks and open educational resources, teaching on publishing-related topics, and employing large numbers of students in publishing work. Notably, all but one of the 125 programs profiled in the 2018 *Library Publishing Directory* listed some form of pedagogical activity or engagement.

A Deeper Dive into Library Publishing
There is an excellent body of scholarship on the history and current state of the evolving library publishing subfield. Three recent monographic publications in particular provide substantial and complementary views. Ann Okerson and Alex Holtzman (2015) detail the way publishing in libraries has evolved over the last fifty years in *The Once and Future Publishing Library*. In *Getting the Word out: Academic Libraries as Scholarly Publishers* (2015), editors Maria Bonn and Mike Furlough pull together eleven essays on why, how, and what libraries publish. And in *Library as Publisher: New Models of Scholarly Communication for a New Era* (2017), Sarah Lippincott combines a high-level overview of the field with advice for current and would-be practitioners.

About the Library Publishing Coalition

> *The desire to come together as a community rang out loud and clear throughout the study, and our national organizations and associations must propel the*

coalescing, cross-institutional interests that were identified through the whole-hearted participation of so many diverse academic libraries.

—Library Publishing Services: Strategies for Success Final Report
(Mullins et al. 2012)

The seeds for the LPC were sown during the IMLS-funded Library Publishing: Strategies for Success project (Mullins et al. 2012), in which Purdue University, Georgia Institute of Technology, and University of Utah, "investigated the extent to which publishing has now become a core activity of North American academic libraries and suggested ways in which further capacity could be built." Through a survey, case studies, and workshops, the project participants tapped into an unmet need for community and support among libraries engaged in publishing.

After the close of that project, Purdue University, University of North Texas, Virginia Tech, and the Educopia Institute drafted a proposal for a new, community-driven organization dedicated to library publishing. By 2013, more than fifty academic libraries had signed on to participate in the initial two-year project phase of the Library Publishing Coalition.

In addition to planning for an ongoing community structure, the project participants created LPC's first deliverables, including the first *Library Publishing Directory* and the inaugural Library Publishing Forum (LPC 2014b). At the request of the community, on July 1, 2014, the LPC formally launched as an ongoing membership organization (LPC 2017b). Since 2014, the LPC has continued to grow its membership and its activities, while maintaining its community-driven ethos.

Membership and Governance

Membership in the LPC is open to any academic or research library or library consortium engaged in—or considering—scholarly publishing. The current roster of seventy-eight members (as of April 2018) includes large and small libraries, public and private institutions, established programs, and programs just gearing up their publishing activities. LPC believes that the community is enriched through participation by a wide range of institutions, but it also recognizes that the current membership structure (a flat fee of $2,000 per member institution per year) makes it easier for large institutions and those with larger library publishing programs to join. The Board is looking at ways to recalibrate the LPC's already low membership fees to make participation easier for the full spectrum of libraries involved or interested in scholarly publishing.

LPC initially limited membership to institutions in the United States and Canada but expanded its scope, in 2015, to include international libraries as well. While the community benefits from the diversity of perspectives that international members bring, the organization has not yet focused its efforts on international recruitment; as a result, the majority

of LPC's members are still North American. The nature of much of the community's activity (in-person Forums in North America and online activities during North American business hours, all conducted in English) makes it challenging for libraries in other parts of the world to participate fully. The organization's leadership is currently considering how LPC can best support the international community of library publishers—whether though membership, partnership with other regional associations, or other strategies.

The LPC is governed by a nine-member elected Board and the bylaws (LPC 2017a) that were adopted when the organization officially launched and updated in 2017. The Board oversees the governance, organizational structure, and bylaws; provides guidance on critical decisions; and ensures that LPC projects make progress toward their goals. As the official governing body of the LPC, the Board is also responsible for approving new memberships and new programs.

Administration
The LPC remains an affiliated community of the Educopia Institute, which serves as its legal and fiscal host institution and provides accounting and other administrative support for LPC's operations. Educopia provides an ongoing, semistructured program and resource base to guide each of its affiliated communities toward sustainability through ongoing attention to (and refinement of) such factors as governance, community engagement, research development, and business planning.

Educopia also provides LPC with staff support, allowing LPC to invest in staff members' time on an as-needed basis, in addition to the base level of administrative support that comes with the hosting agreement. This model allows LPC to access administrative and communications support that it would not otherwise be able to afford. Primary responsibility for management of the LPC falls to Educopia's scholarly communications program leader (the author of this article), the largest part of whose time is dedicated to serving as community facilitator for the LPC. The role of the community facilitator is to provide the sustained attention required by the community at both the macrolevel (e.g., tracking field-level developments and representing LPC in professional spaces) and the microlevel (e.g., ensuring that ideas are followed up on and work is progressing within the community).

One benefit of LPC's participation in Educopia's affiliated community structure is its relationship with the other affiliated communities (currently, the MetaArchive Cooperative and the Bitcurator Consortium). Educopia's focus on community cultivation (rather than simply administration) provides opportunities for the LPC to share knowledge and to work with other affiliated communities to address challenges at scale.

Membership dues ($2,000 annually per member institution as of 2018)

are the primary source of funding for LPC's activities, although its annual conference, the Library Publishing Forum, is partially supported through sponsorship funds.

Community Focus

LPC describes itself as a "community-led membership association." Elected governance and member-ratified bylaws are an important foundation, but community ownership of the LPC manifests in a variety of other ways. The leadership and staffing provided by the Educopia Institute are intended to facilitate the work of the community, not to direct or replace it. LPC's Board plays a very active role in planning and managing the organization's activities, and its committees and task forces undertake the central work of the organization.

Although LPC's Board does engage in formal planning and decision-making (it is currently finalizing a strategic plan to be released in mid-2018), it also nurtures grassroots efforts from within the community. The two task forces active in 2017–18 both grew out of community discussions (one during a webinar, and one at a membership meeting) that surfaced challenges or opportunities that the community wanted to engage with further.

The importance of openness to the community of library publishers (as evidenced by the dominance of open access publishing and the frequent use of open source software) is reflected in the activities of the LPC. With a small number of exceptions, all of the resources the organization creates are made freely available on its website. A few of these resources are discussed in more depth in the next section, but the list of openly available resources includes the *Library Publishing Directory*, a job board, recorded webinars, a list of service providers, and a bibliography of library publishing. When a decision is made to restrict something to member institutions, it is done with deliberation and care—the default is always openness. One place where this has been done is the Shared Documentation Library where members can share model documents such as policies, workflows, and legal agreements. Limiting access allows member institutions to share documents they would not otherwise make public with a known set of peers. Even in this area, however, the long-term development plan involves more granular access controls that would allow members to choose which documents to make public and which to share only with fellow members.

Member Publications

LPC members regularly publish more than a dozen different types of scholarly works, including journals, monographs, conference papers and proceedings, and technical reports. They also publish a variety of student research outputs, including undergraduate research journals and

electronic theses and dissertations; and instructional materials such as textbooks. To provide a sense of the scale of the publishing activities undertaken by member institutions, below are a few of the most common outputs, with the total number produced by LPC members in 2017. The data is taken from the most recent *Library Publishing Directory*, which contains data for sixty-one LPC member libraries.[3]

- Faculty-driven journals: 231 (forty-six libraries)
- Student-driven journals: 152 (forty-six libraries)
- Journals produced under contract/MOU for outside groups: 134 (twenty-four libraries)
- Monographs: 240 (twenty-three libraries)
- ETDs: 50,785 (forty-four libraries)
- Textbooks: 26 (twelve libraries)

Activities

> *The Library Publishing Coalition (LPC) extends the impact and sustainability of library publishing and open scholarship by providing a professional forum for developing best practices and shared expertise.*
>
> —Library Publishing Coalition Mission Statement (LPC 2018b)

Community Building

Providing spaces for the community to come together has always been one of the primary functions of the LPC. As the authors of the Strategies for Success project final report noted in the quote at the beginning of the previous section (Mullins et al. 2012), LPC was founded because library publishers wanted to talk to—and learn from—each other. They also wanted to be able to speak in a unified voice when appropriate, and to coordinate action toward shared goals, both of which require communication and sustained relationships.

LPC facilitates this community building by providing the necessary scaffolding to enable its members and partners to consistently and easily communicate with each other and across the publishing and librarianship fields. The community listserv serves as a space for announcements and discussion, and meetings and events (both in-person and virtual, e.g., round-table discussions, webinars, meet-ups, and the annual Forum) encourage ongoing collaboration and networking. As important, LPC helps build the community of library publishers by validating library publishing as a profession and helping to provide a shared identity for its practitioners. Library publishers, whether they are members or not, can point to the LPC to help explain what they do and how their work fits into a larger landscape of professional activity. This function is vital for defining

the spectrum of activity encompassed by the term "library publishing," demonstrating successful models of operation for different types of libraries, and for promoting standards and other foundational blocks that ultimately enable the growth of this field.

Library Publishing Directory
As mentioned above, one of the major deliverables of the initial project phase of the LPC was the publication of a directory of library publishers. The introduction to the first *Library Publishing Directory* (LPC 2014a) shares some of the questions that motivated the production of the *Directory*:

> How many libraries define their scholarly communications activities as "publishing"? How long have they been doing this work? With whom do they partner? What types of publications are they producing? Are libraries offering specific products and/or services to their campuses? What percentage of their publications are peer reviewed? How many staff members are working on this activity, and how are they funding their activities? Are there identifiable models and trends in this subfield of publishing today? (viii)

The *Library Publishing Directory 2014* included entries for 115 academic and research libraries and library consortia, each of which details both the publishing program and its outputs, and its introduction provided an analysis of the data and what it said about library publishing as a profession. The *Directory* proved useful enough to warrant annual updating, and the LPC has had a standing committee dedicated to producing it since its inception. The most recent release, the *Library Publishing Directory 2018*, had expanded to 125 entries and additional data points, and coincided with the launch of a searchable online platform.

The *Directory* is valuable at both the individual and the field level. At the individual level, libraries can use it to find colleagues engaged in similar activities or using similar tools, or to identify other libraries in their region engaged in publishing. The *Directory* is also a source of information for editors, scholarly societies, and others who may be looking for alternatives to commercial publishers. At the field level, the consistency of the *Directory* data structure over the five years of its production has allowed for the creation of a rich data set that can be used to identify and analyze characteristics of and trends in library publishing. (Many of the observations in the "About Library Publishing" section would not have been possible without the *Directory* data.)

Professional Development
When the LPC was founded, professional development opportunities specific to library publishing were extremely rare. While library publish-

ers would occasionally congregate at related conferences (e.g., Charleston Conference, the Society for Scholarly Publishing Annual Meeting, the Digital Library Federation Forum), the first national (un)conference dedicated to library publishing was a Digital Library Federation Forum preconference called "THATCamp Publishing" (http://publishing2011. thatcamp.org/). Recognizing that opportunities to gather as a community were few and far between, the participants started the libpub Google Group (Libpub, n.d.) to facilitate ongoing communication. The first Library Publishing Forum in 2014, organized by the participants in LPC's project phase, brought together about 150 attendees for a day and a half of invited panels and presentations on library-publishing related topics. Like the *Directory,* the Forum filled an unmet need in the community and has become the only annual conference on library publishing. Subsequent Forums have issued open calls for proposals and have included a mix of presentations, discussions, working sessions, and hands-on workshops.

LPC has also worked to provide professional development opportunities in easier-to-access virtual spaces. Its Professional Development Committee organizes an annual webinar series; in the 2017–18 program year, the topics included creating accessible PDFs, publishing with open licenses, incorporating ORCID identifiers into publishing workflows, and best practices in open access publishing. While attendance at the live webinars is a member-only benefit, the recordings are made freely available online.

As valuable as the Forum and the webinar series are, there is still an unmet need for more systematic and structured professional development opportunities for library publishers. To meet this need, the LPC is collaborating with a number of other organizations on a project to create a Library Publishing Curriculum. This project will be discussed in more detail in the next section.

Shared Documentation and Research
The Shared Documentation Library introduced in the previous section is a vital resource for member institutions. The effort and expertise required to develop an appropriate author agreement, for example, is not insubstantial, and having a shared library allows members to build on each other's work and avoid reinventing the wheel.

One of LPC's roles at the field level is to encourage the production of research and scholarship on library publishing-related topics to inform practice in this quickly evolving area. LPC's Research Committee is charged with developing a research agenda for library publishing, as well as awarding the annual Award for Outstanding Scholarship in Library Publishing. The committee has had a number of roles, but its current focus is on enabling research based on LPC's own data, including the *Directory* and the job board, which contains an archive of hundreds of library publishing-related job postings from the last five years.

Future Directions

*These connections will inspire libraries to work together to address challenges
and seize opportunities that are too big for any of us to tackle alone.*

—Library Publishing Directory 2018 (LPC 2017c)

The Library Publishing Coalition is growing rapidly. During the 2017–18
program year (July 1st to June 30th), the LPC added thirteen new insti-
tutional members and launched a number of new programs. This section
explores the LPC's current areas of focus, grouped into two themes: *im-
proving practice* and *strengthening the community.*

Improving Practice
One of the overarching goals of the LPC is the professionalization of li-
brary publishing. While a focus on core services, responsiveness to local
needs, and experimentation are all assets, they can result in a lack of at-
tention to standards and best practices. The bootstrapped nature of many
library publishing programs—accomplishing a lot with little support or
formal training—also contributes to this phenomenon. By pooling their
resources (both financial and intellectual) through the LPC, the com-
munity of library publishers can identify places where relevant standards
and best practices exist and can be adopted. They can also pinpoint areas
where best practices have not yet been developed, and work together to
develop them. Three initiatives are tackling this challenge in different
ways: the Ethical Framework for Library Publishing, the Directory of Open
Access Journals Task Force, and the Library Publishing Curriculum.

At the members meeting at the 2017 Library Publishing Forum, the
community discussed how the LPC can respond to the current political
climate. The discussion was wide-ranging, but kept coming back to the
importance of library values and our responsibility as library publishers
to center our publishing practice around them. This discussion inspired
a new task force, which has been working since July of 2017 to create an
Ethical Framework for Library Publishing. To be released in July of 2018,
this document will gather resources and provide guidance for library pub-
lishers in five areas: *publishing practice, accessibility, diversity, privacy and ana-
lytics,* and *academic and intellectual freedom.* We expect the framework to be
a vital resource for library publishers who want to maintain high ethical
standards and a useful reference for other mission-driven publishers.

According to the 2018 *Directory*, libraries published more than six hun-
dred journals in 2017, the vast majority of which were fully open access.
Inclusion in the Directory of Open Access Journals (https://doaj.org/) is
both a marker of quality and an invaluable tool for making journals discov-
erable. Attendees at a webinar in fall of 2016 asked why there weren't more
library-published journals in DOAJ. In July of 2017, the Directory of Open

Access Journals Task Force launched. In partnership with DOAJ, this task force has been investigating ways to get more LPC member journals into the directory. It is creating resources to help libraries navigate the DOAJ application process, while simultaneously working with DOAJ to improve the review and communication processes for LPC member journals.

Finally, LPC's longstanding goal to create in-depth professional development resources for library publishers is coming to fruition in 2018 with the IMLS-funded Developing a Curriculum to Advance Library-Based Publishing project (Educopia Institute 2018). The project is a partnership between the Educopia Institute, LPC, NASIG, the Public Knowledge Project, and Blue Sky to Blue Print to develop and pilot a set of openly licensed curriculum modules. The modules, on the topics of *Content, Impact, Sustainability,* and *Policy*, are authored by teams of experts on each topic, and include narratives, presentations, instructor guides, and evaluation components. All modules were released in the first half of 2018 and are freely available on the project website. The curriculum is also being piloted in in-person and virtual workshops, LIS classrooms, and online implementations. This curriculum will be the first attempt to provide comprehensive, systematic instruction in library publishing, and it is likely to have a large impact—not only on individual practitioners who will benefit from it, but also on practice in the field as a whole.

Strengthening and Expanding Our Network
LPC's other current focus is on strengthening its ties with the larger community of libraries, publishers, and related organizations. Two new programs are advancing this goal: a Strategic Affiliates Program and a Publishers and Service Providers Program.

LPC had a Strategic Affiliates Program when it was founded, which structured the fledgling organization's outreach to other players in the space (including membership organizations, publishers, and others) to ensure that its activities would be complementary to and aligned with theirs. In 2017, LPC launched a new Strategic Affiliates Program, centered on peer membership–based organizations and structured to provide open communication channels and opportunities for collaboration. As of spring 2018, the program includes nine participating organizations—from library associations (e.g., Coalition for Networked Information, NASIG, and the Digital Library Federation), to publisher associations (e.g., Association of University Presses, Society for Scholarly Publishing, and Open Access Scholarly Publishers Association), to important service providers (e.g., Directory of Open Access Journals and the Public Knowledge Project). Collaborative projects undertaken as part of the program so far include a task force (with DOAJ) and a conference cross-pollination program (with AUPresses). While the program benefits LPC through closer relationships with our peers, we also expect it to have a positive ripple effect in the com-

munity through increased alignment of effort in areas of shared concern.

The new Publishers and Service Providers Program serves two functions. First, it includes a tiered sponsorship program that brings in funds to support LPC's work. The sponsorship program combines LPC's previous Library Publishing Forum sponsorship program with a new organization-level sponsorship. Second, it provides a mechanism for the LPC to support the community's work with service providers—the "Publishers and Service Providers List" (LPC 2018a). The list allows those interested in working with library publishers an opportunity to connect with the community, and gives the LPC a channel through which to identify service providers. Inclusion in the list does not constitute an endorsement by the LPC, but new entries are reviewed and approved by the Board, so library publishers looking for service providers can use the list as a starting place for research.

Conclusion

> *Professionalism: We seek to improve the quality and sustainability of library publishing through advocacy, professional development, and shared best practices. Openness: We believe that the products and processes of scholarly communication should be as open as possible, thereby increasing the reach and impact of scholarship worldwide. Diversity: Recognizing that library publishing has a unique opportunity to amplify underrepresented voices in scholarly communication, we strive to promote inclusivity in all our professional activities. Collaboration: We leverage our collective knowledge and resources to enhance our own publishing efforts and to support other libraries in developing scholarly publishing programs. Innovation: As research and scholarly communication continue to evolve, we explore and engage with new technologies and new models of publishing to better support the needs of the scholarly community.*
>
> —Library Publishing Coalition Values (LPC 2018b)

The ultimate role of the LPC is to serve as a focal point and a force multiplier for the community of library publishers. In its brief tenure, the Library Publishing Coalition has created a substantial set of resources for library publishers and has helped to build a community—and a professional identity—around library publishing. Strong membership growth and active engagement by members in the work of the organization suggest that the LPC is meeting a compelling need within libraries engaged in scholarly publishing. The work it does would not be possible without the energy, dedication, and idealism of the community itself, and the organization's success will depend on remaining responsive to the needs and values of library publishers.

During its first few years, LPC's leadership and staff, of necessity, dedicated a substantial amount of energy to developing the structures (financial stability, robust governance, etc.) that would allow the organization

to thrive over the long term. With that base firmly established, the Board is using its 2017–18 strategic planning process to identify areas where the organization can have a strategic and positive impact on library publishing practice and the larger scholarly communication landscape.

One topic that has emerged recently as a priority for the community is diversity. Recent publications and presentations by community members (for an example, see Roh and Inefuku 2016) have highlighted both the lack of diversity in scholarly publishing and the potential for library publishers to amplify marginalized voices. LPC is currently piloting a Fellowship Program and a Library Publishing Forum scholarship program, both of which are focused on bringing diverse perspectives to the community. It is also taking part in a cross-organizational effort to increase diversity in scholarly publishing, led by the Society for Scholarly Publishing, which, in 2018, will release a joint statement of principles and launch a project to gather data on the diversity of the profession. This emphasis on increasing diversity also extends to the Developing a Curriculum to Advance Library-Based Publishing project. The curriculum itself incorporates diversity-related content—for example, the Policy module includes a unit on creating a diversity policy for the program, and the Sustainability module incorporates guidance on hiring diverse publishing staff. Project leadership has maintained a focus on diversity while assembling author teams, recruiting pilot partners, and planning pilot workshops. Diversity has recently been codified as one of LPC's defining values (see the statement included at the beginning of this section), and we expect it to continue to grow as a focus for the organization.

Notes

1. The precise definition of "open access" is the subject of much debate. For the purposes of this paper, it is sufficient to understand it to describe scholarly content that is freely available to read without paywalls or subscription fees.
2. For a look at the expanding constellation of open source publishing tools, see the Library Publishing Forum 2018 preconference, "Owned by the Academy: A Preconference on Open Source Publishing Platforms," at https://librarypublishing.org/owned-by-the-academy-preconference/.
3. One caveat: not all member libraries contributed a profile to the *Directory*, and the membership has grown since it was published, so the actual publication output of LPC members is almost certainly higher.

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